

**MILWAUKIE CITY COUNCIL
WORK SESSION
AUGUST 28, 2000**

The session came to order at 5:40 p.m. in the Milwaukie City Hall Council Chambers.

City Council present: Mayor Tomei and Councilors King, Lancaster, Marshall, and Newman.

Staff present: Assistant City Managers Bennett and Richards.

Transforming Workshop

The City Council agreed to hold the Transforming Workshop on Saturday, September 30, 2000.

Priorities for Interim City Manager

Councilor King

- Financial management skills

Councilor Marshall

- Good sense of budget process

Councilor Newman asked who could serve as the City's budget officer if it was not the interim manager.

Richards responded the City Charter designates the manager as budget officer, so the interim is responsible for presenting the balanced budget.

Councilor Lancaster commented the interim will have to oversee the budget process and make some hard choices based on projected budget shortfalls.

Councilor King

- Referred to an evaluation form used previously that included skills in planning, organizing, supervision, delegation, timing, financial management, and traits such as ability to forge compromises, analytical, sensitive, communicates with governing body and employees, creative, honest and fair, adaptable, resilient, sense of humor, risk management, leadership, accepts direction, ethical, knows job, professional development for self and others, and makes things happen with limited resources.

Councilor Lancaster

- Knowledge of key issues in the metropolitan area.
- Ability to clearly and effectively communicate particularly in a critical transition period.

Councilor Newman

- Essential for the interim to help with challenges.
- Must have collaborative leadership style.
- Work with the community; be involved with the community and City Council in decision making. For example, issues related to the Jr. High if the bond measure passes.

Councilor Marshall

- Important to keep things moving and not put things on hold until the new manager starts. He was referring in part to the transformation process. Manager applicants must understand Milwaukie is in transition.

Councilor King

- Person with original and new ideas who will also support the existing programs.
- Someone who is creative.

Councilor Newman

- Manager must be able to work well with the senior staff as well as the public.
- Suggested a citizen committee to help select the new city manager.

Councilor King

- Suggested a questionnaire in *The Pilot* to find out what qualities citizens want in their city manager.

Councilor Marshall

- Suggested combining this with a town hall meeting.

Councilor Newman and Mayor Tomei

- Suggested combining this with the Transforming Project -- perhaps at the September 30 workshop.

Councilor Marshall would prefer the city manager recruitment be done by the interim city manager and human resources director instead of paying thousands of dollars to a head hunter.

Richards said she could do part of the process, but she would not have the time or background for the extensive amount of networking done by consultants. Networking is critical to attracting interested candidates. The Council may wish to design a creative recruitment that includes elements such as a citizens committee. She suggested Council might also identify those qualities it believes are critical to the community as a whole and establish the desired outcomes. Generally, one designs a process that is relatively easy at the front end to attract a lot of potential candidates and then quickly filters out those not meeting the desired standards. The process itself needs to emulate the values desired in the candidates.

Councilor Newman suggested looking at Oregon City's recent city manager hiring process.

Richards suggested she contact the recruitment consultants who responded to Milwaukie's most recent request for proposals and give them an idea of the City's desired role in the process. She discussed reviewing the city manager job description to determine if it focused on the critical strengths. She felt she could have consultant proposals for City Council review by the September work session.

Councilor Marshall commented the job will be all the more challenging as the organization transforms.

Mike Swanson discussed the interim city manager position with the City Council. He felt he could make a 60% commitment to the hours. There may be variables such as passage of November ballot measures and his existing role as Tillamook County budget officer. If election outcomes required a larger time commitment to balance the City's budget, he would do so. He agreed to work long enough to get the City through its budget process.

Swanson briefly provided information on his work background. In the early 1980's, he was a county manager in Colorado and later went into the banking business with a focus on municipal government. From 1986 to 1995, he was the Clackamas County administrator and budget officer. As a consultant, he has focused on budget preparation, strategic planning, and human resources. His interim experience with Milwaukie includes fire chief, community development director, and public works director.

Swanson said the function of the interim position is to work with staff to keep the doors open, continue providing services, and carrying out already implemented processes. Additionally, the interim is instrumental in setting the new city manager up for success and reducing the learning curve. He stated he was not interested in any position on a permanent basis. He would anticipate a six to nine month commitment and would be available to help in the hiring process. As the City's consultant on various endeavors, he understood the importance of

keeping up the momentum on projects such as the transit center. He has had a lot of budget experience and has guided agencies through several crises.

When asked how he could run the City on a 60% time commitment, **Swanson** responded an interim person does not spend a lot of time on long-term planning. He believed he was good at identifying issues and facilitating solutions, and both Assistant City Managers are talented. In most instances, employees will rise to the occasion if given responsibilities.

Mayor Tomei understood Swanson would be willing to put in more time if necessary and would focus on taking the City through the budget process.

The City Council met in executive session pursuant to ORS 192.660 to consult with legal counsel.

The work session resumed. **Mayor Tomei** said the City Council would make its decision at the regular session on August 29, 2000, and directed Richards and the City Attorney to draft an agreement and negotiate a salary and starting date with Swanson.

The meeting adjourned at 7:20 p.m.

Pat DuVal, Recorder